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Proposed programme budget for the biennium 2016-2017*

Part IV
International cooperation for development

Section 17
UN-Women

(Programme 14 of the biennial programme plan for the period 2016-2017)**

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* A summary of the approved programme budget will subsequently be issued as A/70/6/Add.1.

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Overview

Table 17.1 **Financial resources**

(United States dollars)

Appropriation for 2014-2015	15 356 500
Changes in line with General Assembly resolution 69/264 (further reductions)	(80 300)
Proposal of the Secretary-General for 2016-2017[a]	15 276 200

[a] At 2014-2015 revised rates.

Table 17.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2014-2015	45	1 USG, 1 ASG, 2 D-2, 3 D-1, 6 P-5, 7 P-4, 7 P-3, 5 P-2/1, 13 GS (OL)
Redeployments	2	1 P-5 from subprogramme 2 to 1
		1 P-3 from subprogramme 2 to 1
Proposed for the biennium 2016-2017	45	1 USG, 1 ASG, 2 D-2, 3 D-1, 6 P-5, 7 P-4, 7 P-3, 5 P-2/1, 13 GS (OL)

Overall orientation

17.1 The overall orientation of the programme, which is under the responsibility of UN-Women, is to achieve the elimination of discrimination against women and girls, the empowerment and advancement of women and the realization of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. The direction of the programme is provided by the General Assembly in its resolution 64/289 establishing the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) as a composite entity. The proposed strategic framework for 2016-2017 is aligned with the strategic plan of UN-Women for 2014 to 2017 (UNW/2013/6) endorsed by the UN-Women Executive Board in September 2013.

17.2 Also in resolution 64/289, the General Assembly set out a framework for the work of the programme drawing on the Charter of the United Nations, the Beijing Declaration and Platform for Action, including its 12 critical areas of concern, the outcome of the twenty-third special session of the General Assembly and applicable United Nations instruments, standards and resolutions that support, address and contribute to gender equality and the empowerment and advancement of women. The Convention on the Elimination of All Forms of Discrimination against Women is the principal international human rights treaty relating to the practical realization of equality between women and men. The General Assembly, the Economic and Social Council and the Commission on the Status of Women provide guidance for the normative support functions; the General Assembly, the Economic and Social Council and the Executive Board provide guidance for the operational activities. Intergovernmental resolutions and decisions set the women and peace and security agenda for UN-Women and the United Nations system.

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; CIS, Commonwealth of Independent States; GS, General Service; LL, Local level; NPO, National Professional Officer; OL, Other level; PL, Principal level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

17.3 The programme contributes to the achievement of internationally agreed development goals in the area of gender equality and the empowerment of women, recognizing that gender equality is pivotal to the achievement of sustainable development in all its dimensions.

17.4 During the 2016-2017 period, the programme is expected to continue to concentrate its efforts on the following six strategic plan goals: (a) increasing women's leadership and participation in all areas that affect their lives, including in political and economic areas; (b) increasing women's access to economic empowerment and opportunities, especially for those who are most excluded, particularly women living in poverty; (c) preventing and eliminating violence against women and girls and expanding access to survivor services; (d) increasing women's leadership in peace, security and humanitarian response; (e) strengthening the responsiveness of plans and budgets in the area of gender equality and the empowerment of women at all levels; and (f) supporting the development of global norms, policies and standards on gender equality and the empowerment of women.

17.5 As it delivers support in those areas, the programme will create strategic partnerships that will lead to more effective coordination, coherence and gender mainstreaming across the United Nations system. It will carry out its work in coordination with other United Nations entities in order to avoid duplication of work. It will provide overall leadership, strengthen such mechanisms and continue to promote and enhance accountability for gender equality and the empowerment of women in the United Nations system, including by assisting United Nations entities with the implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women.

17.6 The programme of work of UN-Women is driven, among other things, by the principle of universality. The achievement of gender equality and the empowerment of women is central to the mandate of UN-Women and is addressed across all its priority areas of work.

17.7 The strategy for implementing the programme in the biennium 2016-2017 is centred on bringing together the normative support, coordination and operational support to ensure an even greater impact from United Nations support in these areas. The fulfilment of the overall orientation will result from expanding support provided to Member States, upon their request; strengthening coherence between the normative and operational work; and leading, coordinating and promoting the accountability of the United Nations system in its work on gender equality and the empowerment and advancement of women. Support for gender mainstreaming across the United Nations system is an integral part of the programme strategy.

Overview of resources

17.8 The overall resources proposed for the biennium 2016-2017 for this section amount to $15,276,200 before recosting, reflecting a net decrease of $80,300 (or 0.5 per cent) compared with the appropriation for 2014-2015. Resource changes result from: (a) new mandates and inter-component changes; and (b) resource changes in line with General Assembly resolution 69/264 (further reductions). The proposed reductions will not have an impact on full and effective mandate implementation.

17.9 In its resolution 65/259, the General Assembly requested the Secretary-General to further elaborate, in the proposed programme budget for the biennium 2012-2013, on the normative intergovernmental processes undertaken by UN-Women to implement its mandate, as referred to in paragraph 75 of its resolution 64/289, in order to specify whether the activities of UN-Women, including administrative, evaluation, coordination, research and analytical policy functions, would support or be considered normative intergovernmental processes; operational intergovernmental

processes and operational activities; or a combination thereof. The Assembly also requested the Secretary-General to reflect, in the proposed programme budget for the biennium 2012-2013, the necessary budget allocation resulting from the information requested so as to ensure an appropriate source of funding of the financial resources required, including the funding of senior-level posts.

17.10 An analysis was conducted in preparation for the 2014-2015 proposed programme budget which concluded that, in the majority of instances, all of the functions mentioned above contributed to a combination of normative intergovernmental, operational intergovernmental and operational processes and activities. The analysis showed that, in many instances, extrabudgetary funding was used to support the normative functions of UN-Women.

17.11 Extrabudgetary resources amounting to $750,061,400 under the UN-Women support budget are projected for the biennium 2016-2017, of which an estimated amount of $134,410,400 would provide for 479 posts and an amount of $615,651,000 is estimated for non-post resources.

17.12 The distribution of resources is reflected in tables 17.3 to 17.5 below.

Table 17.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

			Resource changes								
	2012-2013 expenditure	*2014-2015 appropriation*	*Technical adjustment (non-recurrent, biennial provision of posts)*	*New mandates and inter-component changes*	*Further reductions in line with resolution 69/264*	*Efficiencies in line with resolution 69/264*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2016-2017 estimate*
A. Policymaking organs	160.6	253.0	–	–	–	–	–	–	253.0	11.8	264.8
B. Executive direction and management	1 351.7	1 709.5	–	–	–	–	–	–	1 709.5	42.4	1 751.9
C. Programme of work											
1. Intergovernmental support, coordination and strategic partnerships	6 789.1	6 351.8	–	714.2	(44.3)	–	669.9	10.5	7 021.7	184.5	7 206.2
2. Policy and programme activities	5 988.4	5 928.0	–	(714.2)	(36.0)	–	(750.2)	(12.7)	5 177.8	140.3	5 318.1
Subtotal, C	**12 777.5**	**12 279.8**	–	–	**(80.3)**	–	**(80.3)**	**(0.7)**	**12 199.5**	**324.8**	**12 524.3**
D. Programme support	949.8	1 114.2	–	–		–	–	–	1 114.2	37.6	1 151.8
Subtotal, 1	**15 239.6**	**15 356.5**	–	–	**(80.3)**	–	**(80.3)**	**(0.5)**	**15 276.2**	**416.6**	**15 692.8**

(2) *Extrabudgetary*

	2012-2013 expenditure	2014-2015 estimate	2016-2017 estimate
A. Policymaking organs	–	1 540.5	1 540.5
B. Executive direction and management	9 078.7	12 962.4	14 968.2
C. Programme of work	426 198.2	467 529.9	680 657.3
D. Programme support	61 386.0	45 663.4	52 895.4
Subtotal, 2	**496 662.9**	**527 696.2**	**750 061.4**
Total	**511 902.5**	**543 052.7**	**765 754.2**

Table 17.4 **Post resources**

	Established regular budget		Temporary						Total	
			Regular budget		Other assessed		Extrabudgetary			
Category	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017
Professional and higher										
USG	1	1	–	–	–	–	–	–	1	1
ASG	1	1	–	–	–	–	1	1	2	2
D-2	2	2	–	–	–	–	4	4	6	6
D-1	3	3	–	–	–	–	17	19	20	22
P-5	6	6	–	–	–	–	82	86	88	92
P-4/3	14	14	–	–	–	–	87	92	101	106
P-2/1	5	5	–	–	–	–	5	6	10	11
Subtotal	**32**	**32**	**–**	**–**	**–**	**–**	**196**	**208**	**228**	**240**
General Service										
Principal level	–	–	–	–	–	–	43	67	43	67
Other level	13	13	–	–	–	–	119	121	132	134
Subtotal	**13**	**13**	**–**	**–**	**–**	**–**	**162**	**188**	**175**	**201**
Other										
National Professional Officer	–	–	–	–	–	–	73	83	73	83
Subtotal	**–**	**–**	**–**	**–**	**–**	**–**	**73**	**83**	**73**	**83**
Total	**45**	**45**	**–**	**–**	**–**	**–**	**431**	**479**	**476**	**524**

Table 17.5 **Distribution of resources by component**

(Percentage)

	Regular budget	*Other assessed*	*Extrabudgetary*
A. Policymaking organs			
1. Commission on the Status of Women	1.7		–
2. Executive Board	–		0.2
Subtotal, A	**1.7**		**0.2**
B. Executive direction and management	11.2		2.0
C. Programme of work			
1. Intergovernmental support, coordination, and strategic partnerships	46.0		3.8
2. Policy and programme activities	33.9		86.9
Subtotal, C	**79.9**		**90.7**
D. Programme support	7.2		7.1
Total	**100.0**		**100.0**

New mandates and inter-component changes

17.13 Post resources in the amount of $714,200, consisting of two posts (1 P-5 and 1 P-3), are proposed to be redeployed from subprogramme 2 to subprogramme 1 to strengthen the intergovernmental and coordination capacity of UN-Women and support its work on the sustainable development goals and the post-2015 development agenda, as well as the preparation of the annual report of the Secretary-General on mainstreaming a gender perspective into all policies and programmes in the United Nations system.

Resource changes in line with General Assembly resolution 69/264 (further reductions)

17.14 Resource changes of $80,300 are proposed in line with General Assembly resolution 69/264 under non-post resources. The proposed decrease of $80,300 under non-post resources relates to travel of staff ($27,750), which takes into account the anticipated impact of the new standards of accommodation for air travel, and further efficiencies under consultants ($40,300) and supplies and materials ($12,250) that the Department plans to bring about in 2016-2017.

Other assessed and extrabudgetary resources

17.15 The projected level of extrabudgetary resources for the biennium 2016-2017 amounts to $750,061,400, representing 98 per cent of the overall resource requirements. The estimate represents an increase of approximately $222,365,200 over the 2014-2015 estimates, arising mainly from increased requirements under the programme of work owing primarily to the proposed establishment of 48 new posts to provide the required field structure for country offices. This aligns with the field structure of a minimum of five posts per Field Office approved by the Executive Board in the context of its discussions on a regional architecture. Pursuant to paragraph 8 of Executive Board decision 2011/5 on the biennial institutional budget of UN-Women, 2012-2013, UN-Women has developed a regional architecture that maximizes the organization's ability to deliver its mandate. The regional architecture addresses the over-centralization in the current organizational structure, devolving programmatic and financial decision-making to the field, resulting in greater clarity about accountability and reporting lines and simplification in business processes. Since its implementation, the regional architecture has

resulted in the consolidation and expansion of regional and country presences, which has empowered senior leaders in the field to make strategic decisions that are responsive to national and regional priorities and ensure effective cooperation with the United Nations system.

17.16 The extrabudgetary resources of UN-Women mainly fund post and non-post resources for subprogramme 2, Policy and programme activities, to enable UN-Women to enhance efforts in the elimination of discrimination against women and girls and the achievement of gender equality in, inter alia, the fields of development, human rights, and peace and security, including by leading, coordinating and promoting the accountability of the United Nations system in its work in those areas. Extrabudgetary activities will continue to support: the preparation of publications, technical documentation and outreach material on women's issues; the provision of technical cooperation, advisory services and capacity development support to Governments and non-governmental partners on gender equality; the development of knowledge products and advocacy tools, technical analysis and training workshops on gender issues; the piloting of programmes that demonstrate replicable models to advance gender equality; participation in United Nations country team meetings and convening of gender equality advocates to the strategic planning process; and the provision of technical expertise to strengthen the gender equality dimension in all United Nations Development Assistance Framework review exercises in 2016-2017.

Other information

17.17 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation are estimated at $11 million, to be financed from extrabudgetary sources of funding. This includes staffing resources equivalent to 72 work-months in the Professional category and 48 work-months in the General Service category and relevant non-post resources.

17.18 UN-Women promotes systematic programme planning, monitoring and reporting and the use of evaluation to improve management accountability and performance and promote effective programming. This includes developing annual workplans for programmatic offices with monitoring, evaluation and research plans; using evaluation findings in the design of new programmes; and developing management responses to evaluation recommendations.

17.19 The evaluations conducted by UN-Women to assess accountability, decision-making and learning support the overall delivery of results. Evaluations assess the operational work conducted at the global, regional and country levels, the normative support undertaken by the Entity and its coordination role within the United Nations system. According to its evaluation policy, UN-Women conducts two main types of internal evaluations: corporate, which are undertaken by the independent Evaluation Office with the support of external evaluators; and decentralized, which are undertaken by the independent external evaluators and managed by programmatic offices.

17.20 UN-Women plans for evaluations through corporate and decentralized evaluation plans. The corporate evaluation plan, 2014-2017, foresees the delivery of at least one major evaluation and at least one smaller evaluation per year, including meta-analysis of decentralized evaluation reports. A total of eight corporate evaluations will be conducted in 2016-2017 to provide evidence on the achievement of results and organizational performance of UN-Women. The programmatic offices will plan and undertake decentralized evaluations in accordance with the parameters established in the evaluation policy.

17.21 The issue of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 17.6 below and as distributed in the output information for each subprogramme.

Table 17.6 **Summary of publications**

	2012-2013 actual			*2014-2015 estimate*			*2016-2017 estimate*		
	Print	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*
Recurrent	2	20	–	–	4	–	1	7	–
Non-recurrent	1	5	–	–	–	–	–	–	–
Total	**3**	**25**	–	–	**4**	–	**1**	**7**	–

A. Policymaking organs

17.22 The substantive servicing of the Commission on the Status of Women and the Executive Board is under the responsibility of UN-Women. Provision is made for requirements relating to the Commission on the Status of Women under the regular budget and for the Executive Board under extrabudgetary resources.

Commission on the Status of Women

Resource requirements (before recosting): $253,000

17.23 The Economic and Social Council, by its resolution 11 (II), established, in 1946, the Commission on the Status of Women as a functional commission of the Council. The Commission reports to the Council on matters concerning the promotion of women's rights in the political, economic, social and educational fields and makes recommendations to the Council on issues requiring immediate attention in the field of women's rights. The original membership of 15 representatives of Member States was increased to 18 in 1951, to 21 in 1961 and to 32 in 1966. By its resolution 1989/45, the Council decided to enlarge the membership in 1990 to 45 representatives elected by the Council for a period of four years. It meets annually in New York for 10 working days. The sixtieth and sixty-first sessions of the Commission on the Status of Women are scheduled to be held in 2016 and 2017, respectively.

17.24 The Commission has a central role within the United Nations system in monitoring the implementation of the Beijing Declaration and Platform for Action and in advising the Council thereon. The Commission holds an interactive high-level round table in parallel chambers and two interactive expert panels on the priority theme of each session, as well as a panel on an emerging issue, a panel on the priority theme of the subsequent session and an interactive dialogue to review a theme from an earlier session. Under Council resolutions 76 (V), 304 (XI) and 1983/27, the Secretary-General is mandated to prepare lists of confidential and non-confidential communications on the status of women for submission to the Commission on the Status of Women.

Executive Board

17.25 The General Assembly, in its resolution 64/289, established an Executive Board to oversee the operational activities of UN-Women. The Executive Board carries out functions as outlined in annex I to General Assembly resolution 48/162, taking into account the provisions of resolution 64/289.

17.26 The Executive Board is composed of 41 members elected by the Economic and Social Council for a term of three years, in accordance with established practice. The Board meets in New York and

reports annually on its programme and activities to the General Assembly, through the Council at its substantive session.

17.27 The distribution of resources for policymaking organs is reflected in table 17.7 below.

Table 17.7 **Resource requirements: policymaking organs**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Non-post	253.0	253.0	–	–
Subtotal	**253.0**	**253.0**	–	–
Extrabudgetary	1 540.5	1 540.5	–	–
Total	**1 793.5**	**1 793.5**	–	–

17.28 The amount of $253,000 would provide for the travel of the 45 members of the Commission on the Status of Women to its sixtieth and sixty-first sessions, to be held in New York.

17.29 The amount of $1,540,500 in extrabudgetary resources would provide for conference services, including document preparation, translation and conference facilities to support the meetings of the Executive Board during the biennium 2016-2017.

B. Executive direction and management

Resource requirements (before recosting): $1,709,500

17.30 The Office of the Under-Secretary-General of UN-Women is comprised of the front office of the Under-Secretary-General and the Evaluation Office. Although the Director of Human Resources now has a reporting line to the Under-Secretary-General, administration of the Human Resources Office is maintained within the programme support component since its functions and objectives are directly linked to programme support, as in previous bienniums. The Under-Secretary-General is responsible for the overall direction and management of the Entity in the implementation of its mandates and approved programme of work. The Under-Secretary-General provides policy advice to the Secretary-General and Deputy Secretary-General on all issues pertaining to the promotion of gender equality and women's empowerment, participates in the work of the United Nations System Chief Executives Board for Coordination and leads, coordinates and promotes the accountability of the United Nations system in its work on gender equality and women's empowerment. The Under-Secretary-General also advocates at the highest level for the promotion of gender equality and the empowerment of women and leads the strengthening of partnerships with all relevant stakeholders to advance the programme of work.

17.31 The core functions of the Office of the Under-Secretary-General are: (a) to assist and support the Under-Secretary-General in the overall executive direction and management of UN-Women, including the planning, coordination, management and assessment of the programme of work of the Entity; (b) to facilitate inter-office cooperation in the implementation of organizational priorities, workplans and administrative matters; and (c) to ensure the timely implementation of decisions and coordination of inputs from all organizational units to the activities of the Office. The Under-Secretary-General is assisted by the Assistant Secretary-General for Intergovernmental

Support, Coordination, and Strategic Partnerships, and the Assistant Secretary-General for Policy and Programmes.

17.32 The Office of the Under-Secretary-General coordinates and provides guidance for the support of the intergovernmental process, operational activities in the field and coordination of efforts of the entities in the United Nations system that are collaborating in mainstreaming the appropriate response to gender concerns across their programmes of work at the global, regional and country levels. It also provides strategic policy support and support in managing communications with Member States, members of the United Nations system and civil society. It also coordinates organizational efforts for advocacy, expanding partnerships and seizing new opportunities to promote gender equality and the empowerment of women, including in the context of the post-2015 development agenda as they relate to normative support, operational and coordination functions.

17.33 The independent Evaluation Office prepares and implements the evaluation policy and strategy of UN-Women. It also provides guidance and support for both central and decentralized evaluation, drawing on good practices within UN-Women and elsewhere and the United Nations Evaluation Group guidelines.

17.34 The Evaluation Office focuses on four strategic areas of work: (a) conducting corporate evaluations and establishing effective corporate evaluation systems; (b) strengthening the decentralized evaluation culture and systems for greater accountability and improved programming; (c) leading United Nations coordination on gender-responsive evaluation to generate system-wide accountability; and (d) supporting national evaluation capacity-building for gender responsive evaluation.

17.35 In 2012-2013, UN-Women conducted 56 evaluations, which included 3 corporate and 53 decentralized evaluations. The results were used to improve the strategic planning of UN-Women and new programme design. For transparency, accountability and knowledge-sharing purposes, the evaluation reports were publicly shared with Member States on the global accountability and tracking of evaluation use system.

17.36 In 2014-2015, the Evaluation Office will complete seven corporate evaluations. With the aim of strengthening quality and use of evaluations, UN-Women will implement the global evaluation reports assessment and analysis system and will continue to disclose all evaluation reports on the global accountability and tracking of evaluation use system.

Table 17.8 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Programme of work is effectively managed	Programme delivery rate is no less than 80 per cent	Target	80	80	80
		Estimate		80	80
		Actual			80
(b) Timely and quality submission of relevant documents for consideration by the governing bodies	Percentage of timely and quality submission of documents for consideration by the governing bodies	Target	90	90	90
		Estimate		90	90
		Actual			90

External factors

17.37 The objective and expected accomplishments are expected to be achieved on the assumption that governmental and non-governmental counterparts at the national level continue to prioritize gender equality and women's empowerment issues and that Member States remain committed to providing adequate resources to UN-Women to strengthen gender equality and women's empowerment in the United Nations system.

Outputs

17.38 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (extrabudgetary):

(i) Executive Board: substantive servicing of Executive Board sessions (6); and conference documentation on issues related to programme management and other issues identified by the Executive Board (6);

(b) Other substantive outputs (regular budget and extrabudgetary): strategic framework for 2018-2019 (1).

17.39 The distribution of resources for executive direction and management is reflected in table 17.9 below.

Table 17.9 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	1 709.5	1 709.5	4	4
Subtotal	**1 709.5**	**1 709.5**	**4**	**4**
Extrabudgetary	12 962.4	14 968.2	8	8
Total	**14 671.9**	**16 677.7**	**12**	**12**

17.40 The provision of $1,709,500, under post requirements would provide for the continuation of four posts (1 Under-Secretary-General, 1 D-2, 1 P-5 and 1 General Service (Other level)) for the Office of the Under-Secretary-General.

17.41 During the biennium 2016-2017, projected extrabudgetary resources amounting to $14,968,200 would provide for eight posts (1 D-1, 2 P-4, 1 P-3 and 4 General Service (2 Principal level and 2 Other level)) and non-post resources to assist in the overall executive direction and management of UN-Women, including the planning, coordination, management and assessment of the programme of work/strategic plan of the Entity and the delivery of outputs detailed in paragraph 17.38 above. The increase of $2,005,800 over the projected 2014-2015 resources of $12,962,400 reflects mainly the growing organizational demand for ensuring accurate and credible evaluations, particularly decentralized evaluations.

C. Programme of work

17.42 The distribution of resources by subprogramme is reflected in table 17.10 below.

Table 17.10 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
1. Intergovernmental support, coordination and strategic partnerships	6 351.8	7 021.7	19	21
2. Policy and programme activities	5 928.0	5 177.8	19	17
Subtotal	**12 279.8**	**12 199.5**	**38**	**38**
Extrabudgetary	467 529.9	680 657.3	372	420
Total	**479 809.7**	**692 856.8**	**410**	**458**

Subprogramme 1
Intergovernmental support, coordination and strategic partnerships

Resource requirements (before recosting): $7,021,700

17.43 Substantive responsibility for this subprogramme is vested in the Intergovernmental Support, Coordination and Strategic Partnerships Bureau. The Bureau is comprised of three units: the Intergovernmental Support Division, the United Nations System Coordination Division and the Strategic Partnerships, Advocacy, Communications and Civil Society Division. The subprogramme will be implemented in accordance with the strategy detailed under programme 14 of the biennial programme plan for the period 2016-2017.

17.44 The main activities of the subprogramme comprise: (a) promoting actions and providing assistance to Member States, upon their request, for the full and effective implementation of the Beijing Declaration and Platform for Action and its review outcomes, the outcome of the twenty-third special session of the General Assembly and other United Nations instruments and resolutions that support, address and contribute to gender equality and the empowerment of women, as well as obligations under the Convention on the Elimination of All Forms of Discrimination against Women; (b) providing substantive and effective support to intergovernmental processes, in particular the Commission on the Status of Women, by facilitating discussion on key gender equality issues by Governments and other stakeholders; (c) supporting intergovernmental processes to increase the reflection of gender perspectives in sectoral areas by providing innovative proposals as appropriate; (d) increasing awareness and understanding of gender equality and the empowerment of women, including through educational activities, information dissemination and outreach, using different channels, such as websites, social media and print products; (e) encouraging women's groups and other non-governmental organizations specializing in gender equality and women's issues to participate in intergovernmental processes, including through increased outreach, funding and capacity-building; (f) leading and supporting system-wide and inter-agency collaboration on gender equality and the empowerment of women through the

promotion of joint action, collaboration in United Nations country teams and their gender theme groups and facilitation of the establishment and use of accountability frameworks of the United Nations system on gender equality and the empowerment of women; (g) supporting cooperation among countries, as well as the mechanisms established for the promotion of gender equality and the empowerment of women, at the regional and subregional levels; (h) supporting the improvement of the status of women and gender balance within the United Nations system through advocacy and monitoring of progress, as well as training opportunities for United Nations officials; and (i) building and strengthening strategic partnerships focused on the promotion of gender equality and the empowerment of women to achieve a robust resource base.

Table 17.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the achievement of gender equality and the empowerment of women, including women's full enjoyment of their human rights

			Performance measures		
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2016-2017*	*2014-2015*	*2012-2013*
(a) Enhanced support from UN-Women for the activities of intergovernmental bodies, especially the Commission on the Status of Women, for the promotion of gender equality and the empowerment of women, including the integration of gender perspectives into their spheres of activity	(i) Increased number of activities aimed at supporting the participation of Member States, upon their request, in the deliberations of intergovernmental bodies, with particular emphasis on the Commission on the Status of Women	Target	32	29	–
		Estimate		29	26
		Actual			26
	(ii) Percentage of required documents submitted by UN-Women on time for consideration by the relevant intergovernmental bodies, including the Commission on the Status of Women, in compliance with the relevant rules and regulations on the issuance of documentation	Target	90	90	–
		Estimate		90	90
		Actual			90
	(iii) Increased number of intergovernmental bodies integrating gender perspectives into their spheres of activity, including as a result of the efforts of UN-Women	Target	4	–	–
		Estimate		–	–
		Actual			–
(b) Enhanced support of UN-Women for the participation of non-governmental organizations in the work of the Commission on the Status of Women in accordance with Economic and Social Council resolution 1996/31 of 25 July 1996	(b) Increased number of activities of UN-Women aimed at supporting the participation of non-governmental organizations accredited by the Economic and Social Council to the Commission on the Status of Women	Target	18	16	–
		Estimate		16	14
		Actual			14

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures 2016-2017	2014-2015	2012-2013
(c) Enhanced capacity of the United Nations system entities to mainstream gender perspectives and to undertake targeted measures to empower women in policies and programmes of the United Nations system in a coherent way	(i) Number of initiatives of United Nations entities supported by UN-Women that incorporate gender perspectives into their policies, programmes and projects	Target	40	30	20
		Estimate		30	20
		Actual			20
	(ii) Number of human resources policy measures advocated and/or assisted by UN-Women in United Nations system entities that incorporate gender perspectives in their implementation	Target	10	5	5
		Estimate		5	5
		Actual			5
(d) Enhanced capacity to build partnerships for the accelerated realization of gender equality and the empowerment of women	(i) Number of activities of UN-Women aimed at different stakeholders contributing to the promotion of gender equality and the empowerment of women	Target	15	13	–
		Estimate		13	11
		Actual			11
	(ii) Amount of resources mobilized as voluntary contributions to UN-Women [millions of United States dollars]	Target	750	700	993
		Estimate		528	530
		Actual			497

External factors

17.45 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that priority will be given by Member States and by entities of the United Nations system to gender equality and the empowerment of women and that Member States remain committed to allocating adequate resources to strengthen the work of the United Nations system on gender equality and the empowerment of women.

Outputs

17.46 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly:

a. Substantive servicing of meetings: substantive servicing, including plenary meetings of the Second and Third Committees (14);

b. Parliamentary documentation: reports on measures taken and progress achieved in the follow-up to and implementation of the Fourth World Conference on Women and the twenty-third special session of the General Assembly (2); improvement in the status of women in the United Nations system (1);

(ii) Security Council: substantive servicing of meetings and informal consultations (4);

(iii) Economic and Social Council:

a. Substantive servicing of meetings: substantive servicing of plenary meetings (2);

b. Parliamentary documentation: mainstreaming a gender perspective into all policies and programmes in the United Nations system (2);

(iv) Commission on the Status of Women:

a. Substantive servicing of meetings: open-ended consultations by the Bureau of the Commission on the Status of Women (4); substantive servicing of meetings of the Commission (40);

b. Parliamentary documentation: reports of the Under-Secretary-General (2); inputs to the Economic and Social Council annual theme (2); letters from the President of the Economic and Social Council to the Chair of the Commission on the Status of Women (2);

(v) Ad hoc expert groups: interactive dialogue to evaluate progress in the implementation of the agreed conclusions on a priority theme from a previous session of the Commission on the Status of Women (2); panels and interactive high-level round tables on experiences, lessons learned and good practices in relation to the implementation of previous commitments made with regard to the priority theme of the Commission on the Status of Women (6); panels on emerging issues, trends and new approaches to issues affecting the situation of women or equality between women and men (2); panels on a future priority theme of the Commission on the Status of Women (2); expert group meeting on gender mainstreaming (1); expert group meeting on improving the status of women in the United Nations system (1);

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Recurrent publications: Network (Focal Point on the Status of Women) (6);

(ii) Technical documentation and outreach material: management of the relevant sections of the UN-Women website pertaining to normative intergovernmental processes (2); maintenance and management of the relevant portion of the UN-Women website on the Inter-Agency Network on Women and Gender Equality (2); management of the WomenWatch website (2); reports on sessions of the Inter-Agency Network (2); tools for improving the status of women in the United Nations system (1); report of the expert group meeting on gender mainstreaming (1); report of the expert group meeting on improving the status of women in the United Nations system (1);

(iii) Substantive servicing of inter-agency meetings: Inter-Agency Network on Women and Gender Equality (2);

(iv) Substantive servicing of civil society and stakeholder meetings: consultations on gender equality and women's empowerment (8);

(c) United Nations coordination (extrabudgetary resources):

(i) Support for the integration of the gender marker in Umoja (1);

(ii) Coordination and support for United Nations system efforts to end violence against women, including through global advocacy initiatives (1).

17.47 The distribution of resources for subprogramme 1 is reflected in table 17.12 below.

Table 17.12 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	6 006.8	6 721.0	19	21
Non-post	345.0	300.7	–	–
Subtotal	**6 351.8**	**7 021.7**	**19**	**21**
Extrabudgetary	25 148.2	28 749.0	31	38
Total	**31 500.0**	**35 770.7**	**50**	**59**

17.48 Resources in the amount of $6,721,000 would provide for: (a) the continuation of 19 posts (1 Assistant Secretary-General, 1 D-2, 2 D-1, 2 P-5, 4 P-4, 3 P-2 and 6 General Service (Other level)); and (b) the inward redeployment of 2 posts (1 P-5 and 1 P-3) from subprogramme 2 to subprogramme 1, representing a net increase of $714,200.

17.49 The aim of the inward redeployment of the P-5 post is to strengthen the capacity of the Intergovernmental Support Division in view of the increased demand for intergovernmental work on the sustainable development goals and the post-2015 development agenda. The aim of the inward redeployment of the P-3 post is to strengthen the capacity of the Coordination Unit to support the preparation of the annual report of the Secretary-General on mainstreaming a gender perspective into all policies and programmes in the United Nations system and the Inter-agency Network on Women and Gender Equality and its task teams.

17.50 Non-post resources amounting to $300,700 would provide for other staff costs, consultants, experts, travel of staff, contractual services, hospitality, and supplies and materials. The net reduction of $44,300, primarily under travel of staff and consultants, takes into account the anticipated impact of the new standards of accommodation for air travel and further reductions anticipated in 2016-2017 in line with General Assembly resolution 69/264.

17.51 During the biennium 2016-2017, projected extrabudgetary resources amounting to $28,749,000 would provide for 38 posts (1 D-2, 2 D-1, 8 P-5, 5 P-4, 14 P-3, 3 P-2 and 5 General Service (Other level)) and non-post resources for engagement with and support to the intergovernmental bodies and processes to strengthen the integration of gender equality issues in discussions and outcomes; enhanced consultation with and support for civil society organizations to participate in intergovernmental processes, including through increased outreach, funding and capacity-building; system-wide coordination of the gender-mainstreaming efforts of the United Nations system; and system-wide coordination and monitoring of the status of women in the United Nations system and fulfilment of other mandates of the Beijing Declaration and Platform for Action. The increase of $3,600,800 reflects the creation of seven new posts (1 D-1, 2 P-5, 1 P-4, 2 P-3 and 1 P-2) and improved support from UN-Women to programme activities under subprogramme 1 through, inter alia, preparation of parliamentary documentation, substantive servicing of meetings, coordination mechanisms and other substantive activities, including the development and maintenance of public and inter-agency websites such as WomenWatch, and support to the participation of non-governmental organizations during sessions of the Commission on the Status of Women, travel of staff and experts, and outreach activities.

Subprogramme 2
Policy and programme activities

Resource requirements (before recosting): $5,177,800

17.52 Substantive responsibility for this subprogramme is vested in the Policy and Programme Bureau. The Bureau is comprised of the Policy Division and the Programme Division. The programme will be implemented in accordance with the strategy detailed under programme 14 of the biennial programme plan for the period 2016-2017.

17.53 The main activities of the subprogramme are: (a) serving as a global knowledge centre on gender equality and the empowerment of women, through research, analysis and evaluation of trends, including on new and emerging issues and their impact on the situation of women; (b) providing advice and support to Member States, as requested, including through field offices, to enhance capacity to develop, implement, monitor and evaluate their gender equality policies; (c) providing advocacy support, training and capacity development to Member States, as requested, to advance the implementation of their commitments on gender equality and empowerment of women in line with their national priorities; and (d) leading, coordinating and promoting the accountability of the United Nations system, including to the United Nations country and regional teams and their gender theme groups, in their work on gender equality and the empowerment of women.

Table 17.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enhance efforts in the elimination of discrimination against women and girls and the achievement of gender equality and their empowerment in, inter alia, the fields of development, human rights and peace and security, including by leading, coordinating and promoting the accountability of the United Nations system in this regard

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Enhanced policy support for the full and effective implementation of the Beijing Platform for Action, the outcome of the twenty-third special session of the General Assembly, the Convention on the Elimination of All Forms of Discrimination against Women and other United Nations instruments, standards and resolutions that contribute to gender equality and the empowerment and advancement of women	Increased number of policies and actions taken and/or supported by UN-Women, upon the request of Member States, at the national and regional levels to implement the Beijing Declaration and Platform for Action, the outcome of the twenty-third special session of the General Assembly, the Convention on the Elimination of All Forms of Discrimination against Women and other United Nations instruments, standards and resolutions that contribute to gender equality and the empowerment of women	Target	57	60	–
		Estimate		60	57
		Actual			57
(b) Enhanced capacity of UN-Women to effectively support, upon the request of Member States, national mechanisms for gender equality, service delivery institutions and civil society organizations in order to advance gender equality and women's empowerment and to protect women's human rights	Number of UN-Women activities related to strengthening capacity development provided, upon the request of Member States, to national mechanisms for gender equality, service delivery institutions and civil society organizations	Target	93	92	–
		Estimate		92	91
		Actual			91

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(c) Increased capacity to lead and coordinate the United Nations system at the country level in supporting Member States, upon their request, in the implementation of commitments to eliminate discrimination against women and girls, empower women and achieve gender equality	(i) Number of United Nations coordination mechanisms on gender equality led or co-led by UN-Women at the country level	Target	62	45	75
		Estimate		45	45
		Actual			45
	(ii) Number of United Nations development frameworks and programmes at the country level formulated and implemented with the participation and/or assistance of UN-Women	Target	50	40	–
		Estimate		40	40
		Actual			40
	(iii) Number of United Nations country teams that are, with the support of UN-Women, applying performance indicators on gender equality in the common country assessments/United Nations Development Assistance Frameworks	Target	25	20	17
		Estimate		20	20
		Actual			20

External factors

17.54 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that priority will be given by Member States and by entities of the United Nations system to gender equality and the empowerment of women; that Member States and non-governmental counterparts at the global and national levels continue to commit to and prioritize gender equality and the empowerment of women in their programmes; and that Member States remain committed to providing adequate resources to strengthen the work of the United Nations system on gender equality and the empowerment of women.

Outputs

17.55 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly: parliamentary documentation: reports on improvement of the situation of women in rural areas (1); intensification of efforts to eliminate all forms of violence against women (1); violence against women migrant workers (1); trafficking in women and girls (1); women in development (1); intensifying global efforts for the elimination of female genital mutilation (1);

(ii) Security Council: parliamentary documentation: reports on women and peace and security (2);

(iii) Commission on the Status of Women: parliamentary documentation: discussion guide on the high-level round table on the priority theme of the Commission on the Status of Women (2); progress in mainstreaming a gender perspective in the development, implementation and evaluation of national policies and programmes, with a particular focus on the priority theme (2); priority themes as identified in the Commission's long-term work programme (2); the situation of and assistance to Palestinian women (2); release of women and children taken hostage, including those subsequently imprisoned,

in armed conflicts (1); women, the girl child and HIV/AIDS (1); lists of confidential communications relating to the status of women (2);

(iv) Ad hoc expert groups: expert group meetings on: priority themes/issues in preparation for the sixty-first and sixty-second sessions of the Commission on the Status of Women (2); the preparation of the *Progress of the World's Women 2017* (1);

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Recurrent publications: *Progress of the World's Women 2017* (1); inventory of activities on violence against women (1);

(ii) Technical documentation and outreach material: development, design, maintenance and management of the coordinated database on violence against women (2); material/guidance on the implementation of Security Council resolution 1325 (2000) on women and peace and security (1); reports of expert group meetings on the priority themes/issues decided by the Commission on the Status of Women (2);

(c) Technical cooperation, advisory services and capacity development (extrabudgetary):

(i) Development of training modules, guidance documents, advocacy workshops and media campaigns to increase women's political participation at the national and local levels in close partnership with national partners, upon their request, United Nations entities and other relevant partners (1);

(ii) Provision of technical assistance to Governments, upon their request, and non-governmental organizations to develop gender-sensitive development plans at the national and local levels (1);

(iii) Provision of technical support to strengthen the role of national women's machinery in the development, implementation and monitoring of gender equality policies, strategies and actions plans (1);

(iv) Capacity development to integrate gender equality into national strategies related to HIV and AIDS, including national development strategies, national strategic plans on HIV and AIDS and gender action plans, through support to national institutions and networks of women living with HIV and AIDS (1);

(v) In partnership with the Department of Peacekeeping Operations, the Special Representative of the Secretary-General on Sexual Violence in Conflict and United Nations Action against Sexual Violence in Conflict, continued provision of scenario-based predeployment training for peacekeepers on the prevention of sexual violence in conflict (1);

(vi) Provision of technical assistance on the implementation of the women and peace and security agenda, including through country-level assistance to develop and implement national action plans on women and peace and security (1);

(vii) Further enhancement of the training for gender equality community of practice, which brings together trainers and experts on gender equality from all over the world to promote discussion on key issues related to training for gender equality, and sharing of information on good practices and innovative tools (1);

(viii) Technical assistance to ministries of finance and planning, ministries of women's affairs and sectoral ministries to institutionalize gender-responsive budgeting through technical analysis, training workshops and funding of technical expertise to Governments at their request; development of knowledge products and advocacy with policymakers (1);

(d) Knowledge management and generation (extrabudgetary):

(i) Development of websites to promote learning and knowledge on financing for gender equality, women's political participation and gender equality and HIV and AIDS (1);

(ii) Provision of capacity development support to national partners to expand rural women's economic empowerment at the national and local levels in close partnership with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development and the World Food Programme through development of guidance documents and advocacy tools (1);

(iii) Provision of guidance documents and technical support to government, private sector and NGO partners on asset acquisition (land, property, machinery and productive investments) and access to financial markets and services for women (1);

(iv) Technical assistance to ministries of finance, planning, and women's affairs, upon their request, to integrate a gender perspective into macroeconomic policy and poverty elimination strategies (1);

(v) Technical assistance to ministries of finance, planning, and women's affairs, upon their request, to integrate a gender perspective into sustainable development strategies (1);

(e) Piloting programmes that demonstrate replicable models to advance gender equality (extrabudgetary): assessment of the pilot programme initiative on safe cities for women in five countries and scale-up of tools and approaches in additional countries (1);

(f) United Nations coordination (extrabudgetary): support to strengthening the gender equality dimension in all United Nations Development Assistance Frameworks in 2016-2017 through technical expertise, participation in United Nations country teams and leadership/coordination of gender theme groups (1).

17.56 The distribution of resources for subprogramme 2 is reflected in table 17.14 below.

Table 17.14 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	5 585.3	4 871.1	19	17
Non-post	342.7	306.7	–	–
Subtotal	**5 928.0**	**5 177.8**	**19**	**17**
Extrabudgetary	442 381.7	651 908.3	341	382
Total	**448 309.7**	**657 086.1**	**360**	**399**

17.57 Resources in the amount of $4,871,100 would provide for 17 posts (1 D-1, 2 P-5, 3 P-4, 4 P-3, 2 P-2 and 5 General Service (Other level)) of the Policy and Programme Bureau. The decrease of $714,200 relates to the outward redeployment of 2 posts (1 P-5 and 1 P-3) from subprogramme 2 to subprogramme 1.

17.58 Non-post resources amounting to $306,700 would provide for other staff costs, consultants, experts, travel of staff, contractual services, and supplies and materials. The net reduction of $36,000, primarily under travel of staff and consultants, takes into account the anticipated impact

of the new standards of accommodation for air travel and further reductions anticipated in 2016-2017 in line with General Assembly resolution 69/264.

17.59 During the biennium 2016-2017, projected extrabudgetary resources amounting to $651,908,300 would provide for 382 posts (1 Assistant-Secretary-General, 2 D-2, 14 D-1, 74 P-5, 33 P-4, 16 P-3, 2 P-2, 53 General Service (Principal level), 104 General Service (Other level) and 83 National Professional Officers) and non-post resources to support Member States in the implementation of their national commitments to eliminate discrimination against women and girls, empower women and achieve equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. The increase of $209,526,600 reflects the creation of 41 new posts (3 P-5, 2 P-3, 24 General Service (Principal level), 2 General Service (Other level) and 10 National Professional Officers) to ensure a minimum capacity in country offices. The resources would be utilized to strengthen the gender equality dimension of all United Nations Development Assistance Frameworks, increase the generation and management of knowledge and help undertake research and analysis to prepare publications and background and issue papers on gender equality, the empowerment of women and the human rights of women and girls. The resources would also be utilized to focus on gender equality perspectives in relation to all dimensions of sustainable development, peace and security, human rights and humanitarian affairs.

D. Programme support

Resource requirements (before recosting): $1,114,200

17.60 Substantive responsibility for this area is vested in the Management and Administration Division of UN-Women. The Division assists the Under-Secretary-General in discharging responsibilities in the areas of human resources, finance and budget, administrative services, procurement and facilities management, information technology services, security, operational oversight and accountability and audit. In addition, the Division provides administrative and operational support for the implementation of the programme activities of the Entity.

17.61 The distribution of resources for programme support is reflected in table 17.15 below.

Table 17.15 **Resource requirements: programme support**

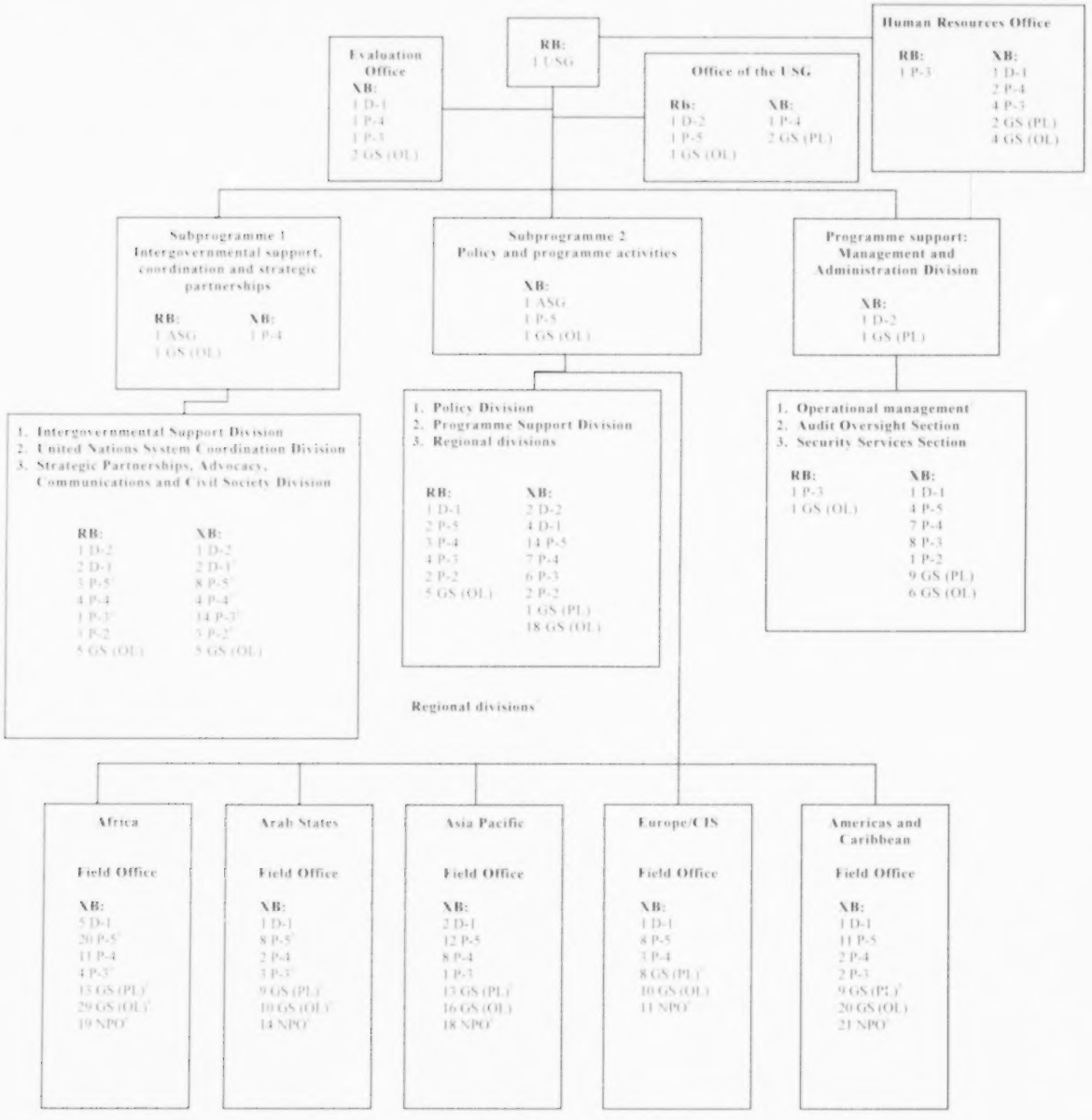
	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	755.9	755.9	3	3
Non-post	358.3	358.3	–	–
Subtotal	**1 114.2**	**1 114.2**	**3**	**3**
Extrabudgetary	45 663.4	52 895.4	51	51
Total	**46 777.6**	**54 009.6**	**54**	**54**

17.62 Resources in the amount of $755,900 would provide for the continuation of three posts (2 P-3 and 1 General Service (Other level)). The amount of $358,300 in non-post resources would provide for contractual services and general operating expenses.

17.63 During the biennium 2016-2017, projected extrabudgetary resources amounting to $52,895,400 would provide for 51 posts (1 D-2, 2 D-1, 4 P-5, 9 P-4, 12 P-3, 1 P-2, 12 General Service (Principal level) and 10 General Service (Other level)) and non-post resources for the Management and Administration Division to assist the Under-Secretary-General in discharging responsibilities in the areas of personnel, finance and general administration. The increase of $7,232,000 is due to the increased support that the Division of Management and Administration is intending to provide in all operational areas in order to provide UN-Women with the necessary capacity for financial management, guidance and advice on the proper utilization of resources; human resources management, including staff development and performance management; office automation and overall information technology services, both in field offices and at Headquarters; management of facilities, procurement, travel, logistics and transportation services for staff and their dependants; and managerial and fiduciary oversight and audit for programmes and operations.

Annex I

Organizational structure and post distribution for 2016-2017



[a] Redeployment of one P-5 and one P-3 from subprogramme 2 to subprogramme 1.

[b] Seven new posts under subprogramme 1 (1 D-1, 2 P-5, 1 P-4, 2 P-3 and 1 P-2) and forty-one new posts under subprogramme 2 regional divisions (3 P-5, 2 P-3, 24 GS (PL), 2 GS (OL) and 10 NPO).

[c] Operational management includes the Legal Support Section, the Budget Management Section, the Facilities and Administration Services Section, the Financial Management Section, the Information Systems and Telecommunications Section and the Procurement Section.

Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors	
(A/69/5/Add.12, chap. II)	
The Board recommends that UN-Women: (a) recognize and account for components of the financial statements appropriately and pay its liabilities on the basis of age, in accordance with its debt settlement policy, to enhance its credibility and increase suppliers' confidence; (b) improve the procedures for review of accounting ledgers and supporting schedules to ensure that all expenses are classified and charged against the right budget items; and (c) improve coordination and information flow between the Strategic Partnership Division and the Finance Section to ensure that the concluded agreements/pledges are recognized in the correct periods in line with its revenue accounting policy (para. 29).	(a) Liabilities were regularly reviewed in 2014 by the Headquarters Finance Section, with more frequent reviews and reconciliation of accounts with Headquarters sections, regional offices and country offices; (b) UN-Women provided new guidance regarding its use of the general ledger account code "Grants and transfers", as identified by the Board of Auditors, for consistency. Further, UN-Women introduced regular reconciliation of all asset, liability and revenue accounts as well as many expenditure account codes during 2014; (c) the Finance Section prepares the monthly revenue reports, which detail all donors for both regular resources and other resources. These reports are provided to the Strategic Partnership Division for review, and a joint monthly meeting between the Finance Section and the Strategic Partnership Division is also held. Revenue recognized each month is now reviewed and confirmed in writing by the Strategic Partnership Division. Pledges from donors are only recognized for the current financial year when they are received by 31 December of the financial year.
UN-Women should review its Programme and Operations Manual to match the requirements of IPSAS 12 and improve its year-end closure instructions to widen the scope of identification and recognition of inventory across the Entity (para. 36).	During 2013, UN-Women improved its inventory policy in its Accounting Policy Manual in accordance with IPSAS 12. Furthermore, in the Programme and Operations Manual chapter entitled "Asset management", paragraph 4.3 was also updated in line with the Accounting Policy Manual and IPSAS 12. The 2014 year-end closure instruction has been amended in line with IPSAS 12.
UN-Women should speed up the development of audit guidelines for obtaining assurance on monies spent for projects under the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women and the Fund for Gender Equality (para. 47).	UN-Women has finalized the terms of reference to implement the harmonized audit approach, which includes grant projects administered under the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women and the Fund for Gender Equality. The new terms of reference are being used effective 2014, taking into consideration existing agreements with grantees.

Brief description of the recommendation	*Action taken to implement the recommendation*
UN-Women should continuously monitor and perform financial closure of all operationally closed projects within 12 months of operational closure as required by its financial regulations and rules (para. 61).	The financial closure of operationally closed projects between 2004 and 2011, which involves legacy projects before the establishment of UN-Women, was completed in the books as at 31 December 2014.
Board of Auditors	
(A/67/5/Add.13 and Corr.1)	
UN-Women should perform financial closure of all operationally closed projects within 12 months of operational closure (para. 101).	See response to paragraph 61 of A/69/5/Add.12, chap. II, above.
UN-Women should perform validation checks on its payroll information submitted to the United Nations Development Programme (UNDP) to ensure it is valid, accurate and complete (para. 140).	The payroll validation process for Headquarters is already implemented. For field locations, UN-Women has provided instructions to its offices and agreed with UNDP on steps to be performed, given that in these locations the payroll is prepared locally by UNDP. UN-Women has completed all necessary actions from its end to ensure that the validation process is in place, including providing the necessary training for colleagues in the field locations to perform the checks. However, there is a need to revise the implementation date to the second quarter of 2015, owing to the following factors: (a) the process of ensuring the security of the sensitive data is taking longer than expected, but this is being done diligently with the help of UNDP; UN-Women expects this process to be further streamlined once its field offices have adequate human resources support; and (b) UNDP is in the midst of an organizational restructuring, which is also expected to have an impact on the nature (and extent) of services it provides to partner agencies, including UN-Women. The process of payroll administration at the local level is also likely to be affected and a new workflow may be put in place to manage this. Therefore, the validation of the payroll also needs to be adjusted accordingly.

Brief description of the recommendation	*Action taken to implement the recommendation*

Advisory Committee on Administrative and Budgetary Questions

(A/68/7)

The Advisory Committee recalls that in its resolution 65/259, the General Assembly requested the Secretary-General to further elaborate, in the proposed programme budget for the biennium 2012-2013, on the normative intergovernmental processes undertaken by UN-Women to implement its mandate, as referred to in paragraph 75 of its resolution 64/289, in order to specify whether the activities of UN-Women, including administrative, evaluation, coordination, research and analytical policy functions, would support or be considered normative intergovernmental processes; operational intergovernmental processes and operational activities; or a combination thereof. The Assembly also requested the Secretary-General to reflect, in the proposed programme budget for the biennium 2012-2013, the necessary budget allocation resulting from the information requested above so as to ensure an appropriate source of funding of the financial resources required, including the funding of senior-level posts. In his proposed programme budget for 2012-2013, the Secretary-General indicated that the analysis requested in resolution 65/259 would be provided in the 2014-2015 proposed programme budget (A/66/6 (Sect. 17), para. 17.13). The Advisory Committee considers that the analysis provided in the 2014-2015 proposed programme budget does not constitute a satisfactory response to the General Assembly's request. Furthermore, the Committee notes from the report that the evaluation function serves both operational and normative processes, yet funding to date has been solely from integrated budget resources. The Committee also notes that only 3 posts (2 P-3 and 1 General Service (Other level)) out of a total of 51 posts under programme support (according to the supplementary information provided) would be funded from the regular budget. The Committee recommends that the Assembly request the Secretary-General to further develop the analysis requested in resolution 65/259 and to present his findings in the context of the proposed programme budget for 2016-2017 (para. IV.140).

An analysis was conducted in preparation for the 2014-2015 proposed programme budget. It was found that, in the majority of instances, administrative, evaluation, coordination, research and analytical policy functions all contribute to a combination of normative intergovernmental, operational intergovernmental and operational processes and activities. As an example with regard to the research and analytical policy function, the analysis demonstrated the strong linkage between the normative support and operational work of UN-Women in key focus areas and especially those of increasing women's leadership in peace, security and humanitarian response; increasing women's leadership and participation in all areas that affect their lives, including in political and economic areas; and increasing women's access to economic empowerment and opportunities. The reinforcement of these links has also been driven by the Entity's work in supporting the Commission on the Status of Women in its priority areas in the biennium, as well as the General Assembly.

There are many other examples in terms of the analysis of functions. One is in the provision of substantive and evidence-based support to intergovernmental processes. The entities that have been merged into UN-Women supported a limited set of intergovernmental processes. With the creation of UN-Women, Member States mandated it to support mainstreaming gender across a wider range of intergovernmental processes. In implementation of this mandate, UN-Women provided research and analytical policy support to intergovernmental processes related to sustainable development (the United Nations Conference on Sustainable Development, the post-2015 development agenda, climate change), peace and security (follow-up to Security Council resolutions 1325 (2000), 1820 (2008) and 1888 (2008)), and operational activities for development (the quadrennial comprehensive policy review). Much of this support was funded from extrabudgetary resources, though it is directed to normative processes.

Brief description of the recommendation	*Action taken to implement the recommendation*
	Likewise, the evaluation function, while clearly serving both operational and normative processes, receives funding only from extrabudgetary resources. Another example relates to UN-Women's policy to promote the accountability of the United Nations system for its work on gender equality and the empowerment of women. The approval of the System-wide Action Plan on Gender Equality and the Empowerment of Women by the United Nations System Chief Executives Board for Coordination and the intergovernmental direction regarding its implementation, added new coordination work for UN-Women for which no capacity existed when UN-Women was established.

Annex III

Outputs included in the biennium 2014-2015 not to be delivered in 2016-2017

A/68/6 (Sect. 17), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
Subprogramme 1. Intergovernmental support, coordination and strategic partnerships			
17.49 (b) (ii)	Documentation for a basic course on gender equality for all United Nations system staff	1	Completed
	Subtotal	**1**	–
Subprogramme 2. Policy and programme activities			
17.56 (a) (i)	*World Survey on the Role of Women in Development*	1	Completed
17.56 (a) (iii)	Report on eliminating preventable maternal mortality and morbidity through the empowerment of women	1	Legislative decision
17.56 (a) (iv)	Preparation of the *World Survey on the Role of Women in Development*	1	Completed
17.56 (b) (ii)	Report of expert group meeting on preparation for the *World Survey on the Role of Women in Development*	1	Completed
17.56 (e) (ii)	Expand access for private sector organizations to the Women's Empowerment Principles and the Gender Equality Model approach to test and document how the private sector can more effectively promote and protect women's empowerment and gender equality (through guidance documents)	1	Completed
	Subtotal	**5**	–
	Total	**6**	–